UNITED
NATIONS

DP

Governing Council
of the
United Nations
Development Programme

Distr.
GENERAL

DP/CP/CHI/NOTE/5
4 March 1992
ENGLISH
ORIGINAL: SPANISH

Thirty-ninth session
Geneva, 4-29 May 1992
Item 6 of the provisional agenda

PROGRAMME PLANNING

Country and intercountry programmes and projects

FIFTH COUNTRY PROGRAMME FOR CHILE

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The programming process for the fifth country programme was the outcome of meetings with those responsible in the Government for international cooperation, and in consultative sessions on thematic questions, attended by personalities from the public and private sectors and by experts from the agencies of the United Nations system. The topics covered were chosen on the basis of the Government's technical cooperation priorities and the programming orientations of UNDP, notably those contained in decision 90/34 of the Governing Council.

2. The UNDP advisory note was analysed in these sessions, as were sectoral documents prepared jointly by Chilean specialists and the UNDP office. As a result, proposals were drawn up on priority areas, implementation procedures and criteria for the use of funds and the allocation of resources. There was a large measure of agreement between the Government and UNDP as to the substantive aspects of the themes to be covered, and the Government recognized the neutrality and flexibility of UNDP. Furthermore, during the preparatory process, the UNDP Resident Representative discussed the wording of the advisory note with the agencies of the United Nations system, gathering proposals and suggestions on ways in which those agencies could cooperate during the fifth cycle.

3. The final version of the fifth programme was written by the Government with the support of the Office of the Resident Representative. It is hoped that the country programme document will serve as a framework for the cooperation offered by the agencies of the United Nations system and for the mobilization of multilateral and bilateral cooperation resources.

II. FIFTH COUNTRY PROGRAMME FOR CHILE

4. With Chile's return in March 1990 to the democratic system, the Government found itself dealing with a public administration apparatus considerably weakened in its ability to manage matters within a democratic context, and at the same time found itself facing serious political, institutional and fiscal obstacles which affected the effectiveness of public policies in general, and adaptation of the State administration to the specific requirements of the Government's programme in particular. The Government was given a four-year mandate to carry through a process of transition to democracy, following an authoritarian regime which had lasted almost 17 years and had caused a serious loss of legitimacy in the national political system and its institutions.

5. In order to achieve its fundamental objective of reconstruction and consolidation of democracy, the Government undertook to carry out the following priority task: (a) to discover the truth and ensure that justice be done in the matter of human rights; (b) to democratize society and improve its institutions; (c) to promote social justice, remedying the serious inequalities and inadequacies that affect large sectors of the population; (d) to foster the country's economic growth and the development and modernization; and (e) to restore Chile to the place that it had historically occupied in the international community.

6. So far, advances have been made in the areas of human rights and of reintegration of the country into the international community, and the Government therefore intends to concentrate its efforts from 1992 onwards on the improvement of democracy, on sustainable economic growth and better income distribution and the correction of the institutional imbalances and inequities that have prevailed in previous years.

7. In order to reach these targets, the Government has set itself a triple challenge, involving, firstly, modernization of the apparatus of government and public administration in order to achieve two simultaneous aims: (a) democratization of the apparatus of government, including the election of municipal governments and public participation in the various regional and local authorities; and (b) decentralization of the administration of the State, giving the regional and municipal authorities the requisite institutional, financial and technical autonomy. Secondly, the creation of opportunities so that those who live in conditions of want and poverty may overcome the causes of their situation, for which purpose the need is felt to improve their opportunities and ability to participate actively in the nation's development. The third challenge is to consolidate the process of

sustainable economic growth and to do so in harmony with higher levels of social justice, which means pushing forward with modernization of the productive sectors of the economy, incorporating marginal units into the system of production and achieving a balance between the production system's needs and those of the environment.

8. It is within the framework of this triple challenge that the Government is requesting assistance from UNDP. A programme is proposed incorporating three areas of concentration: (a) democratization of the State; (b) social development; and (c) modernization of production. The overall strategy for action revolves around provision of management assistance to the Government, for the achievement of the goals associated with these three areas, and is designed on the basis of three criteria: concentrating the activities of UNDP; producing a catalytic effect; and generating a multiplier effect. In this context, it should be stressed that within the fifth programme the activities concerned are identified strategically in terms of the hoped-for impact, participation by multiple financing sources and implementation on a national scale.

9. Finally, the Administrator considers it important to underline that the cooperation with UNDP will take place along four main lines of action: (a) strengthening of the national capacity to formulate policies, prepare programmes and projects and follow them up and evaluate them; (b) encouragement of participation by the various components of society in the management and implementation of programmes and projects; (c) development of human resources to improve the nation's management and technical skills; and (d) support for the management of international cooperation in the identification, negotiation, follow-up and evaluation of programmes and projects and in the strengthening of the capacity to identify and transfer knowledge and experience both into the country and out of it.

III. MANAGEMENT OF THE PROGRAMME

10. With a view to reinforcing the capacity for national execution, and building on the positive experience of the fourth programme, the national execution modality will be strengthened during the fifth cycle. To this end, support will be given to the establishment of national implementing units serving not only UNDP cooperation, but also international technical and financial cooperation of multilateral or bilateral origin, so that the executive bodies will be able to take on not only the managerial and technical responsibilities but also the administrative and logistical concerns inherent in such a procedure. It is therefore envisaged that UNDP will respond to requests for project management services with projects only in specific cases and only when the Government asks it to do so.

11. In order to maximize its impact, UNDP cooperation will take place within a programme concept in which the assistance of UNDP in implementing catalytic actions related to the objectives of national programmes in each of the thematic areas is with the technical and financial assistance of the other sources of multilateral and bilateral cooperation.

12. The Administrator draws attention to the Government's decision to contribute resources at least equivalent to the IPF for the fifth cycle, through the cost-sharing system.

13. In the implementation of the programme, priority will be given to application of technical cooperation among developing countries as an aspect of international cooperation, with the objective of adequately promoting technical assistance from Chile to third countries and projecting the country, politically, culturally, and economically, into geographical areas where it has national interests.

IV. RECOMMENDATION OF THE ADMINISTRATOR

14. Taking into account the strategic design of the fifth programme, the observations in the present note reflect the opinion of the Administrator that implementation of this programme will cause a significant advance in the development of democracy and in sustained economic growth together with social justice. Similarly, the Administrator is pleased to note the political, institutional and financial commitment of the Government to implement the fifth programme and its decision to establish jointly with UNDP mechanisms for coordinating, following up and evaluating the programme.

15. In consequence, the Administrator recommends that the Governing Council approve the fifth country programme for Chile.